AFIADL VISION

*"To provide a seamless integrated learning environment
for our Total Force"*

AFIADL MISSION

*"To promote, deliver and manage distance learning
for our Air and Space Forces"*

AFIADL Guiding Principles

- *AFIADL supports the **academic** and **professional development** of Airmen*

- *AFIADL promotes flexible learning opportunities that accommodate life, work,
and the **expeditionary construct***

- *AFIADL fosters **communities of learning, individualized instruction,
job performance, and knowledge sharing***

- *AFIADL pursues innovative educational **technologies** and **research***

- *AFIADL employs **standards** and **best practices***

- *AFIADL provides excellent **customer service***

- *AFIADL promotes **interagency cooperation***

Providing a Seamless, Integrated Learning
Environment for our Total Force
AFIADL

Institutional Goals, Objectives, Actions

These goals support the mission of AFIADL and move us closer to realizing our vision
To provide a seamless, integrated learning environment for our Total Force

Strategic/command-level
1. Provide world-class DL programs, systems, and services
   <u>Objectives:</u>
      A. Continue to expand, improve, and market enterprise-level capabilities of ECP, ATN, and ADL
         Actions
         - *Develop the concept and architecture for a repository system*
         - *Expand ILC capability and increase utilization*
         - *Expand ATN global footprint and classrooms*
         - *Upgrade and standardize ATN equipment*
         - *Expand ATN, AF and interagency course offerings*
         - *Expand course offerings on the ILC*
         - *Modernize Mechanized Materials Handling System and CDSAR*
         - *Increase outreach and marketing to "get the word out"*

      B. Partner with stakeholders and schools to ensure relevancy and effectiveness of programs
         Actions
         - *Survey stakeholders for ECP, ATN, and ADL*
         - *Establish the AFCFM as a "market of one" for CDC program*
         - *Participate in process to define the continuum of education and training and define an AETC learning strategy*
         - *Partner with AU/CF and AU schools to promote quality PME DL programs*
         - *Benchmark with academia and industry*

      C. Acquire and maintain appropriate accreditations, certifications, and recognitions
         Actions
         - *Maintain current academic affiliations and accreditations*
         - *Sponsor individual affiliations and certifications in contracting and acquisitions and technical certifications*
         - *Apply for recognition by professional organizations such as USDLA*
         - *Participate in AF ADL awards committee*
         - *Achieve "outstanding" on ORI and commander's support programs*

2. Establish funding and investment strategies to meet current and future requirements
   Objectives:
   A. Obtain non-programmed funding and sponsorship for special projects
      Actions
      - *Identify and prioritize unfunded requirements*
      - *Utilize BER process*
      - *Apply for grants and special funds*
      - *Establish process for "user-funded" requirements*
      - *Evaluate "fee for service" approach*

   B. Establish process to identify and vet requirements for AF, AETC, and MAJCOMs
      Actions
      - *Co-Chair AETC Chief Learning Officer (CLO) Working Group*
      - *Map ADL requirements processes to new CLO/ILE requirements processes*
      - *Prepare "Way Ahead" for leadership*

   C. Provide POM input and acquire programmed funding
      Actions
      - *Work with ADL PEM, AETC, and AU/XP, and HAF to provide consolidated POM input*
      - *Establish process for advocacy*
      - *Advocate for RD&T funding streams*

3. Structure the organization to meet evolving needs
   Objectives:
   A. Recruit and retain exceptional personnel capable of meeting today's mission and tomorrow's vision
      Actions
      - *Identify required skill sets and review job descriptions*
      - *Ensure employees are able to participate in additional duties that broaden their professional experiences*

   B. Maintain effective internal communications and incentive programs
      Actions
      - *Participate in AU quarterly and annual awards program*
      - *Establish suggestion program*
      - *Provide supervisor training and mentoring*
      - *Support employee health, fitness, and social activities*
      - *Conduct regular staff meetings at the organizational and unit levels*
      - *Provide opportunities for employee feedback*

C. Facilitate professional development and cultivate talent of AFIADL personnel
    Actions
    - *Fund opportunities for employees to participate in professional conferences and training activities*
    - *Establish staff development requirements and processes at the divisional/unit level*
    - *Circulate information about professional development, professional military education, and training opportunities within federal government*

D. Implement organizational changes
    Actions
    - *Integrate the electronic customer support center and the student administration branch*
    - *Realign personnel to meet the growing ADL mission*
    - *Cross-train personnel to ensure functional integration*
    - *Realign organization according to outcomes of CLO/ILE Working Group and General Officer Steering Group*

4. Prepare "the way ahead" for an integrated learning environment
   Objectives:

   A. Align AFIADL goals with AF, AETC, and AU goals
       Actions
       - *Review Institutional Goals and Actions annually*
       - *Map AFIADL goals to the AF ADL Strategic Plan*
       - *Participate in the AU Vision and Strategic Planning Process*
       - *Co-Chair the CLO Working Group to establish processes to develop AETC ILE strategies*
       - *Identify areas needing additional support, integration, or realignment*

   B. Develop/review long range strategies and plans
       Actions
       - *On hold pending CLO/ILE Working Group and General Officer Steering Group (GOSG) outcomes*

   C. Devise an AFIADL concept of operations for the future
       Actions
       - *Establish a contracted study to define the eCDC concept of operations*
       - *Identify and implement follow on actions to eCDC study*
       - *Conduct proof of concept test for data casting and re-synching data to LMS in support of Project EAGLE*
       - *Assess current operations against outcomes of CLO/ILE Working Group and GOSG*

D. Assess the need for additional functions and manpower
   Actions
   - *Assess new ADL functions and manpower requirements against outcomes of CLO/ILE and GOSG*
   - *Research and evaluate the impact of knowledge management and performance support on future operations*

Learning-level

1. Improve the DL life-cycle process
   <u>Objectives</u>
   A. Implement requirements analysis and media selection strategies
      Actions
      - *Review/revise ADL Planning Guide and ICW Guide*
      - *Conduct media analysis of CDCs*
      - *Provide input to AFH 36-2235 Vol 5*
      - *Establish consulting process and services*

   B. Advise and contribute to the AF Utilization & Training Workshop (U&TW) process and other planning forums
      Actions
      - *Participate in U&TW meetings*
      - *Establish Table of Contents model for CDCs*
      - *Participate in AU and AETC planning meetings*
      - *Engage the CFM whenever possible in decision making*

   C. Include the stakeholder and document planning decisions
      Actions
      - *Develop MOA Guide and utilize the MOA/MOU process*
      - *Establish Configuration Control Board and user groups*
      - *Establish a review/revision process to monitor project progress*

   D. Define divisional core competencies and future requirements
      Actions
      - *Update CSRLs and self inspection checklists*
      - *Monitor leading indicators of growth*
      - *Conduct benchmarking efforts to identify and anticipate emerging trends*

2. Ensure the instructional effectiveness of content
   <u>Objectives</u>
   A. Establish quality and content effectiveness criteria
      Actions
      - *Review/revise checklists and procedures for ISS and editor review of content in ECP*
      - *Review guidelines in Guide for Authors and ICW Guide*

- *Review/update guidelines for effective content delivery via ATN*
- *Establish criteria for effective on-line instruction*

B. Improve content development process
   Actions
   - *Develop and evaluate workflow using virtual collaborative team approach*
   - *Provide for editorial review of ADL courses*
   - *Establish/revise processes for debugging electronic courses*
   - *Advise developers and course directors on the effective use of instructional strategies and media and recommend improvements*
   - *Establish protocols for ADL content tagging and reuse*

C. Improve AFIADL review/oversight processes
   Actions
   - *Market AFIADL's consulting services in instructional design for ITV and ADL*
   - *Ensure contracts provide for appropriate review and approval of all deliverables*
   - *Establish a pool of AFIADL approved contractors*
   - *Develop process for life-cycle maintenance of ADL content*
   - *Review and improve AFIADL Quality Assurance and Instructional Effectiveness programs*
   - *Establish self-inspection program*

D. Provide guidance and training for instructors, designers, and developers
   Actions
   - *Publish guidelines for effective on line learning*
   - *Update and conduct the Course for Authors*
   - *Establish process to evaluate instructors in the Course for Authors*
   - *Expand the ITV Instructor Course*
   - *Finalize developer's protocols for ADL repository*

3. Assess program, course, and student performance outcomes
   Objectives

   A. Implement feedback mechanisms to assess quality/relevancy of courses
   Actions
   - *Establish and implement a plan to increase student responses to CDC end of course surveys*
   - *Develop process for evaluating effectiveness of ADL courses*
   - *Reinstate the CDC managers conference*

- *Review and update MOAs annually as a means of obtaining customer/stakeholder feedback*

B. Evaluate and interpret student performance and test analysis data
   Actions
   - *Improve process for analyzing results E-Exam*
   - *Work with AU/CF and 2AF to develop process for AFIADL to review course data and statistics on ADL courses*
   - *Review need for additional test data and reports available through AF-ILC*
   - *Develop plan for implementing on-line testing*

C. Identify program metrics and monitor critical attributes/events
   Actions
   - *Develop/review types of metrics used in each division and the schedule for reporting the data*
   - *Maintain file of success stories and best practices for use in the ORI, accreditation, and Institutional Effectiveness processes*
   - *Collect and report data to AFIADL/CC and AFIADL/CA based on the established schedule*

4. Evaluate new learning theories and strategies
   Objectives
   A. Implement/evaluate prototype studies and projects
      Actions
      - *Evaluate results of Phase 1 of Taxonomy Study*
      - *Obtain funding and implement Phase 2 of Taxonomy Study*
      - *Conduct analysis of student performance in e-CDC Prototype Study*
      - *Explore the use of simulation and gaming to improve critical thinking*

   B. Maintain professional associations for networking and lessons learned
      Actions
      - *Participate in Total Force Advanced Distributed Learning Action Team, Joint Forces Advisory Group, Program for Accreditation of Joint Education, United States Distance Learning Association, Government Association of Training and Education, Advanced Distributed Learning Collaboration Group, Joint ADL Co-Lab, and Academic ADL Co-Lab, and Navy Learning Strategies Steering Committee, American Society for Training and Development*
      - *Participate in AETC ADL Web-site Working Group to design a forum/site for information sharing*
      - *Participate in relevant on-line Communities of Practice*

C. Explore mobile learning, performance support, and knowledge management capability

Actions

- Affiliate with the Academic Mobile Learning Technology Center and the Job Performance Technology Center
- Evaluate SCORM off-line players that work with AF-ILC
- Conduct and evaluate test of data casting and Project EAGLE Conops
- Initiate review of knowledge management and performance aiding principles and practices

Operational-level

1. Manage projects according to sound business practices

   Objectives

   A. Develop critical processes and procedures for ADL projects

   Actions

   - *Develop requirements process*
   - *Update ADL Planning Guide*
   - *Develop and publish MOA/U Guide*
   - *Develop and publish CCB Guide*

   B. Develop process for tracking ADL project status and timelines

   Actions

   - *Implement Sharepoint to facilitate internal coordination*
   - *Implement Microsoft Project*
   - *Implement Program Management Review process*

   C. Review/update procedures for managing ECP projects

   Actions

   - *Review/modify procedures for tracking in CDSAR*
   - *Review/revise procedures for special projects*

   D. Document problems and actions taken

   Actions

   - *Maintain project folders at the project manager level*

2. Adopt and maintain enterprise, state-of-the-art platforms and tools

   Objectives

   A. Evaluate, acquire and integrate third party tools into AF-ILC

   Actions

   - *Integrate and evaluate QuestionMark software*
   - *Implement additional capability for on-line reports (Crystal Reports)*
   - *Develop and evaluate a meta-data tagging tool for ADL content*
   - *Evaluate tools used by AU schools and AF organizations*

- *Evaluate use of XML for electronic publishing and eCDC*
- *Develop a recommended list of preferred or standard compliant software for ADL content development*

B. Explore alternative technical platforms and systems
   Actions
   - *Evaluate feasibility of datacasting*
   - *Evaluate the CAL infrastructure (LMS) as an on-line course development platform or collaborative work environment*

C. Integrate ADL Repository with AF-ILC and link to OSD clearinghouse
   Actions
   - *Establish transition and Integration Plan with ADL Co-Lab*
   - *Develop processes for administrators and users*

3. Establish enterprise contracts and agreements in support of customer requirements
   Objectives
   A. Establish mechanism and procedure to collect ADL customer requirements and to anticipate growth
      Actions
      - *Devise methods and procedures for MOA/MOU*
      - *Implement AF-ILC Configuration Control Board and/or ADL User Group*

   B. Ensure appropriate contract vehicles are in place to provide minimum turnaround time and quality service
      Actions
      - *Establish ID/IQ contract vehicle to support ADL development*
      - *Review MOA and affiliation with Government Services Administration*
      - *Negotiate favorable contract terms for ATN service providers*
      - *Negotiate new warehouse contract package*

   C. Ensure existing support agreements and licenses meet requirements
      Actions
      - *Review and expand DISA agreement to accommodate increased demand for hosting and SAN capability*
      - *Review and modify license agreement with RightNow Web, QuestionMark, others as needed*
      - *Review agreement to continue authentication with DEERS*

D. Gain official designation for the AF-ILC as an "Air Force System of Records"
    Actions
    - *Prepare and submit application*
    - *Prepare Privacy Impact Statement*

4. Improve and monitor efficiency of operations and systems
    Objectives
    A. Streamline help desk processes to support the end-user
        Actions
        - *Train users and issue permissions for eCustomer Support Center*
        - *Improve student interface and ease of use*
        - *Merge student administration and eCSC*

    B. Establish criteria and metrics for AF-ILC system performance and program operations
        Actions
        - *Initiate measures of growth, AF-ILC reliability, eCSC utilization, new AF-ILC support agreements, customer and stakeholder satisfaction, eCSC response time, AF-ILC storage capacity*

    C. Establish criteria and monitor system performance and utilization of ATN
        Actions
        - *Reduce number of operator errors at the downlinks*
        - *Increase downlink in-commission rates*
        - *Update online user guides*
        - *Develop streaming video training program for downlink operations*
        - *Improve process for estimating ROI*
        - *Collect student throughput rates and broadcast hours*

    D. Improve operations for ECP
        Actions
        - *Reduce number of "on-hold" incidences*
        - *Achieve 100% implementation of E-Exam in field*
        - *Meet 100% of need dates*
        - *Implement distributed printing to facilitate WAPS cycle*
        - *Provide on line and printable versions of catalogs and guides*
        - *Revise "Key to a Successful Course"*

- *Convert 100% of manuscripts to PDF format for storage and reuse*
- *Evaluate capability to make errata changes directly to course materials for print on demand*

E. Improve WAPS operations
   Actions
   - *Implement distributed printing to facilitate WAPS cycle*
   - *Engage OMS to improve timeliness of WAPS letters*

F. Improve computer support for the organization
   Actions
   - *Implement technology refresh program*
   - *Upgrade and consolidate printers*
   - *Manage the CDSAR CSRD program for AU*

G. Improve commander's support programs
   Actions
   - Regularly update the AFIADL website
   - Monitor UCI mandatory programs
   - Upgrade furnishings and carpet
   - Revitalize facility through CE self-help programs